MILITARY POLICE

A PROVOST MARSHAL'S GUIDE TO WHOLESALE SUPPLY OPERATIONS

HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
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DEPARTMENT OF THE ARMY
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INTRODUCTION

Congratulations on your assignment to the U.S. Army Materiel Command (AMC). If this is your first exposure to the Command, you will most assuredly find an operating environment that is significantly different from those you have experienced in the past.

The primary difference between an AMC facility and those in other segments of the Army is the scale of operations. Quantities of material on hand are enormous, and are often measured in tons or cases, rather than by individual item. On a typical depot, for example, the value of material in storage runs into the billions of dollars!

Supply and maintenance operations of this magnitude present unique challenges to security and law enforcement personnel. Frequently, one-hundred-percent inventories and similar measures, which worked well in unit arms and supply rooms, are totally impractical at the wholesale supply/storage level. The situation is further complicated by the severe manpower constraints under which most AMC installations and activities operate. It is just not possible to perform security at a depot, arsenal, or manufacturing facility in the same way it is conducted in a tactical brigade or division installation. The mission, physical plant, and mixed workforce require different strategies for maintaining a crime-free environment.

The keys to successful performance as an AMC provost marshal are to quickly become familiar with the command's operating environment, and then tailor proven law environment techniques so that they will contribute to the success of the total mission without unduly restricting routine supply operations.

This pamphlet has been designed to help you take the first step in becoming a knowledgeable and effective provost marshal. Reading it will give you an outline of the supply system and identify existing information that can be used to assist in deciding how to allocate your resources. Special emphasis is placed on the definition of terms and acronyms that are unique to the wholesale supply system.

Although this pamphlet provides the big picture," it is not a substitute for reading the basic supply and security regulations (see reference section). Instead, this document provides a framework upon which you can hang the detailed information you gather from the regulations. In addition to reviewing these regulations, you should pay a call to the chiefs of the Supply, Inventory Management, and Transportation Divisions and establish a close, cooperative, and constructive working relationship with them. After all, the key to good security is teamwork!

SECTION I

WHOLESALE SUPPLY OPERATIONS

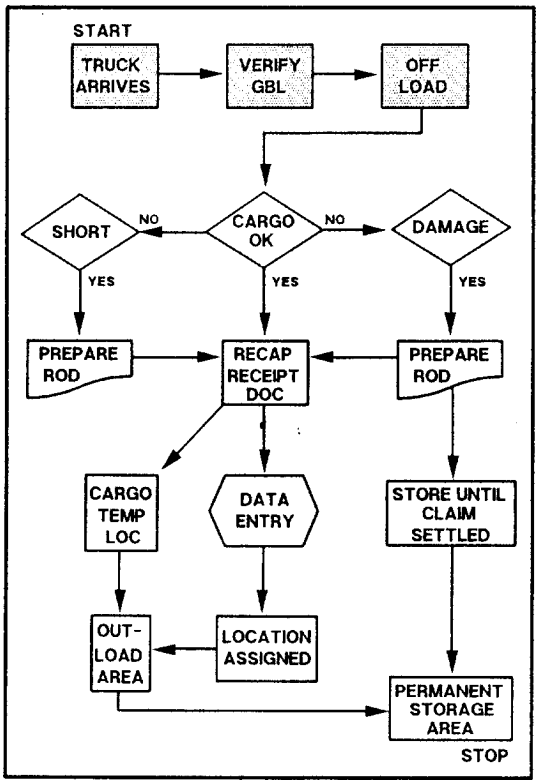
Although protection of personnel and material is the primary mission of the provost marshal, he must always remember that--

° Security is a secondary concern to the workers and supervisors who are charged with the receipt, storage, and issue of supplies. They know security is important, but they are primarily concerned with meeting logistical needs of their customers in the most efficient manner possible. Security measures must be carefully thought out and adjusted to fit the logistical system, so that the provost marshal's mission is accomplished without restricting the flexibility and responsiveness of the supply system.

° Security is first and foremost a command responsibility. It is the duty of every manager from the shop or warehouse foreman to the installation commander to actively support an effective security program. The provost marshal must actively solicit their assistance in developing measures that are optimally effective for the local conditions.

This section will give you an overview of the flow of material on a depot, identify the organizational elements that play a key role in the process, and define terms that you must understand to communicate effectively with depot supply personnel. In addition, it points out parts in the supply process that are particularly vulnerable to criminal activity.

Receipt and Storage



1. Initial Receipt

- Upon arrival at the gate, cargo vehicles are routed to the Installation Transportation Office, which directs them to the correct cargo receiving area.

- At the Receiving area, the GBL is examined to determine the nature and amount of material that should be included in the shipment. Also, seals on the vehicle's cargo doors are checked to make sure there has been no tampering.

- Finally the cargo is unloaded from the vehicle, and is inspected to see if everything listed on the GBL is present, and to identify any damaged property.

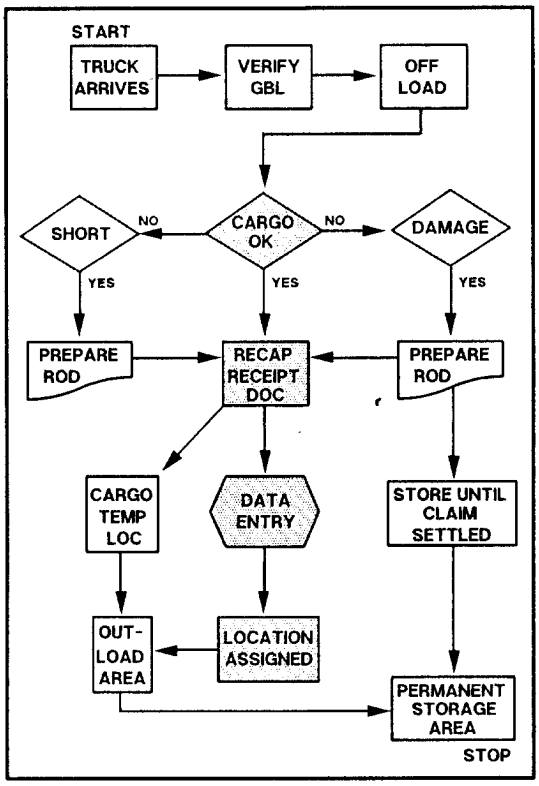
- Further steps depend on the results of the inspection of the cargo. Complete shipments, incomplete shipments, and damaged cargo are handled differently.

- SECURITY CONSIDERATION. The initial unloading and inspection is a critical point, because prior to the inspection, the cargo carrier (normally a contractor) is still responsible for the material. It is important to document any discrepancies, so that responsibility for any shortages can be reconciled.

KEY TERMS

GBL = Government Bill of Lading. The GBL lists the shipper, cargo destination, and type and amount of cargo. A copy of the GBL stays with the material during shipment.

Receipt and Storage



2. Processing Complete and Undamaged Shipments

° After a shipment has been unloaded and inspected, the receipt document is recapped. This means that the information on the GBL (quantity, serial numbers, condition codes, etc.) is verified, the hour and date received is recorded, and the person who received the property signs the recapped document.

° At this point, the verified information on the material received is sent to a computer terminal, usually located in the Receiving Section, and the data is entered into the depot's computerized inventory control system. The computer then assigns a permanent storage location to the material based on category of supply, condition code, expiration date and other factors. This information is printed out on an AMC Form 1381-1 (AMC-R 740-20).

° SECURITY CONSIDERATION. Whether accountability of property can be maintained in the future is in a large degree dependent on the accuracy of the data entry process. One way to hide the theft of supplies is to change information on the recapped receipt document to indicate a smaller quantity than is actually received, so it is important that supervisors spot check frequently to ensure the data input is accurate.

KEY TERMS

1381 = AMC Form 1381-1 (Storage Data Request) instructs receiving section and warehouse personnel where to store material.

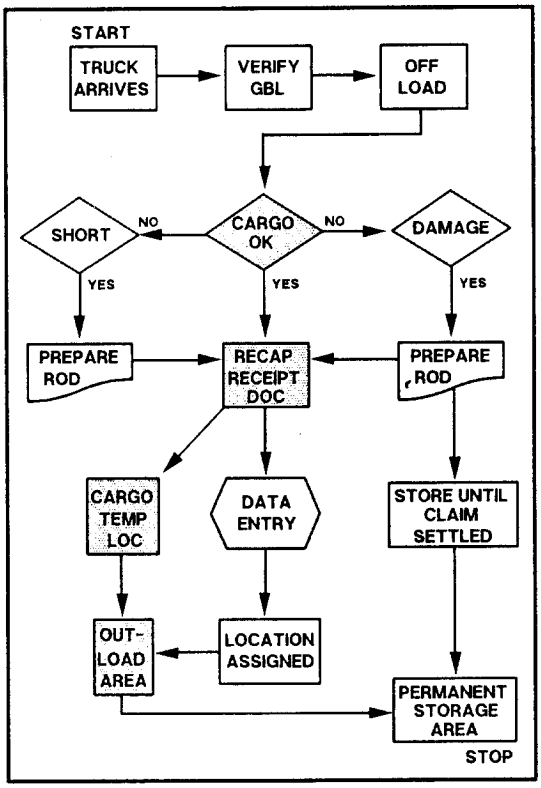
3. Temporary Storage

- As cargo is unloaded and inspected, it is separated depending on whether the material is to be used locally, or stored for issue to customers in the field.

- As it is separated, material is placed into temporary storage bays located in the receiving area. It is held here until the data entry process (see paragraph 2) is completed, and a permanent storage site is assigned.

- Material in temporary storage is tagged with the time and date it was received. There are established timeframes for the processing of material in temporary storage, and supervisors check frequently to ensure cargo is not being held too long in this status. The tag on the property is annotated each time it is checked.

Receipt and Storage



- Once storage location assignment has been made, the AMC Form 1381 is matched up with the material in temporary storage, and the material is moved to the out-load area of the receiving section. It remains there until it is picked up and transported to the permanent storage area.

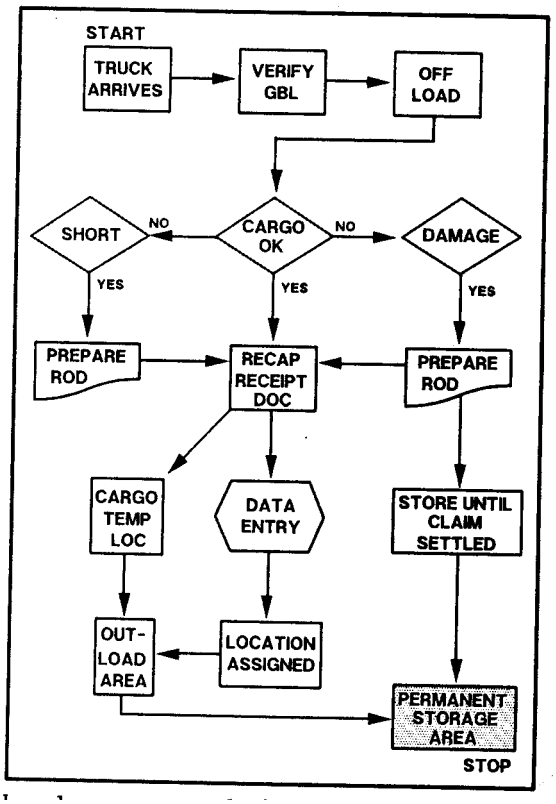
SECURITY CONSIDERATION. While in temporary storage, is the material safe from pilferage or theft?

KEY TERMS

OUT-LOAD AREA = Cargo loading areas within the Receiving Section where cargo that has been processed is loaded for movement to a permanent storage area.

4. Long Term Storage

Receipt and Storage



° The key concept in the storage of material is "Location." This is the specific bin, bay, or open area where a particular unit of the material is placed in storage. As noted in paragraph 2, the location for each item of property is assigned by the computerized inventory control system. One warehouse or shed may have many locations, but the warehouse foreman will not have a manual record that tells him where any particular item is located. He depends on the computer to tell him where supplies are located. Because of the vast quantities of material on hand, accountability on items which are placed in a storage location other than that specified by the computer may be lost for long periods of time. A large percentage of the material losses reported by depots are the result of items being out of location, rather than the result of theft or other causes.

° For general supplies, there are three types of storage areas that you should be familiar with:

°° Warehouse - a building designed for storage purposes, and constructed with a roof, complete ends, and side walls.

°° Shed - a building without complete end or side walls.

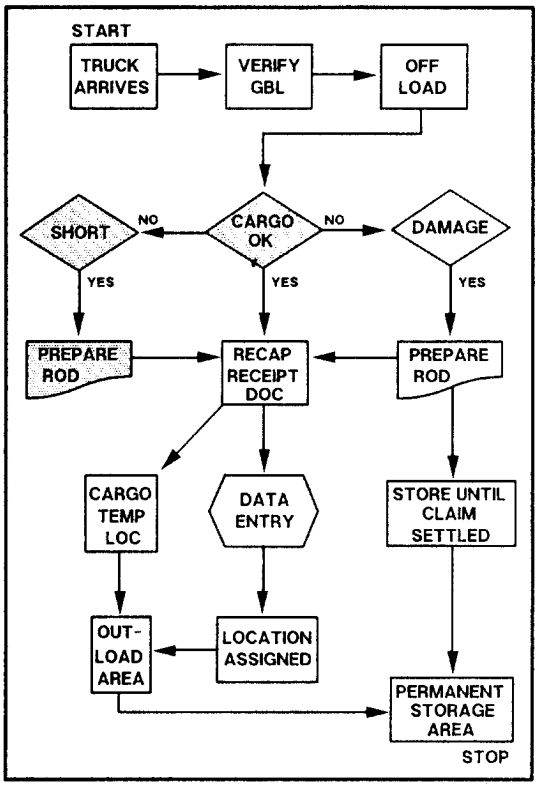
°° Open space - improved or unimproved area designated for storage.

KEY TERMS

LOCATION = The computer assigned site where a particular item has been stored. Out of location means that an item has been placed in an area other than that assigned by the computer.

5. Incomplete Shipments

Receipt and Storage

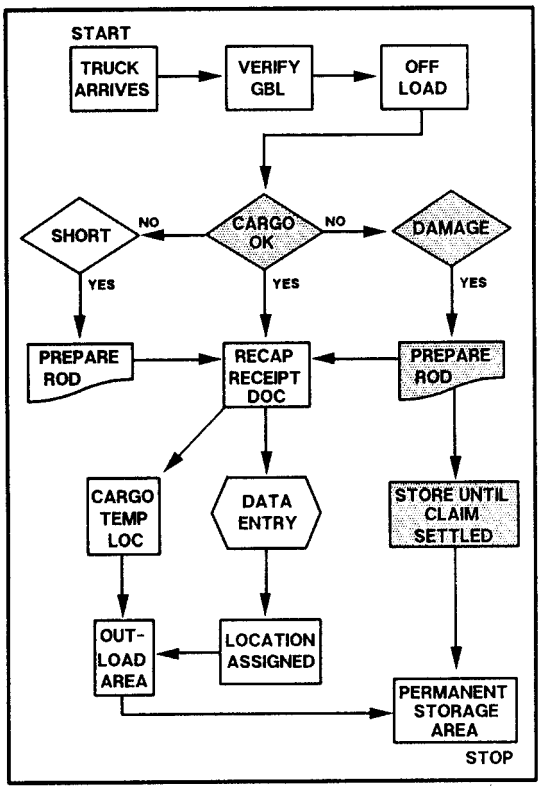


- When cargo is unloaded and inspected, it is sometimes found that some of the material listed on the GBL is not present.
- Such shortages could result from --
  - Errors on the part of the shipper.
  - Theft in transit.
  - Administrative errors in preparing the GBL.
- Generally, the transportation contractor who transported the material is responsible for shortages discovered during initial unloading.
- There is also the possibility that a shipment will contain more itemsthan are listed on the GBL.
- In either case (overage or shortage), the receiving section personnel fill out a Report of Discrepancy (Standard Form 364) and an affidavit to document the discrepancy. Then the accountable officer (normally the Director of Supply) reports the discrepancy to the carrier, who takes action to find the missing material, or to make restitution.
- Once the discrepancy is documented, then the rest of the material is processed as described in paragraphs l through 4.

KEY TERMS

ROD = Report of Discrepancy (SF 354), the government document that is used to record overages and shortages of cargo that occur in shipment.

Receipt and Storage



6. Damaged Cargo

° Occasionally, when cargo is unloaded and inspected it will be found that some of the items are damaged. As in the case of shortages, the carrier is generally responsible for damaged cargo.

° The first step in processing damaged cargo is to fill out a Report of Discrepancy.

° Next, the damaged items are separated from the other cargo, and stored in a secure area where it may be inspected by personnel from the Depot Transportation Office and Carrier, as well as individuals from the General Supply Division.

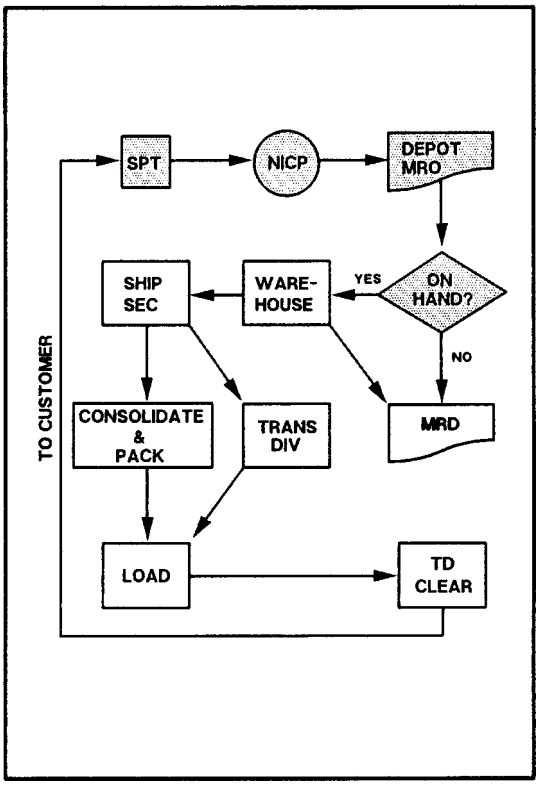
° Damaged cargo is kept separate (often in a special warehouse) until the claim action on the damage is settled. Then the damaged material is processed as indicated in paragraphs 1 through 4.

° SECURITY CONSIDERATION. If adequate security measures are not taken, damaged cargo is often stolen. Usable component parts of the item are especially vulnerable.

KEY TERMS

CARRIER = A civilian transportation company (truck, railroad, etc.) which ships government property under contract.

Outbound Cargo



1. Requisitions

- Requisitions from customer units in the field go to the National Inventory Control Point (NICP) for the type supply being requested. The NICP is operated by the major subordinate command which is responsible for that category of supply. For example, U.S. Army Tank Automotive Command operates the NICP for vehicles.

- The NICP checks its computer data bank and identifies which depots have the required item in stock. Then, a Material Release Order (MRO) is sent (usually electronically) to the appropriate depot.

- The MRO identifies the item's stock number, unit and quantity of issue,where to ship the item, priority, and other information required to process the transaction.

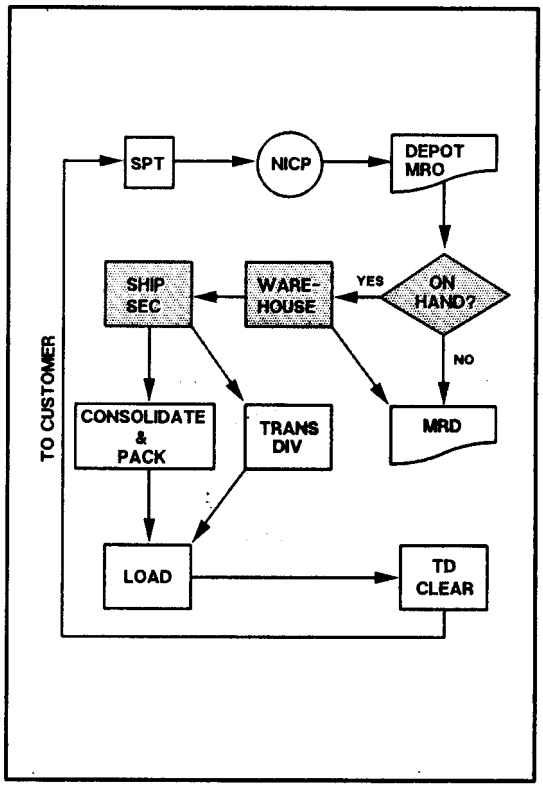
- Upon receipt of the MRO at the depot, the depot's computerized inventory control system is checked to see if the item is on hand.

KEY TERMS

MRO = Material Release Order (DD Form 1348-1A), which instructs a storage facility to ship a particular item to a customer.

2. Processing for Shipment

Outbound Cargo



- If a depot's computer has a record of the item the NICP has ordered shipped, a DD Form 1348-1A is produced and forwarded to the appropriate storage location for action.

- At the warehouse, the item is pulled from the shelf (or bay), and the information on the DD Form 1348 is checked with the information on the item to make sure the correct supply item has been selected, and that it is in the correct condition code.

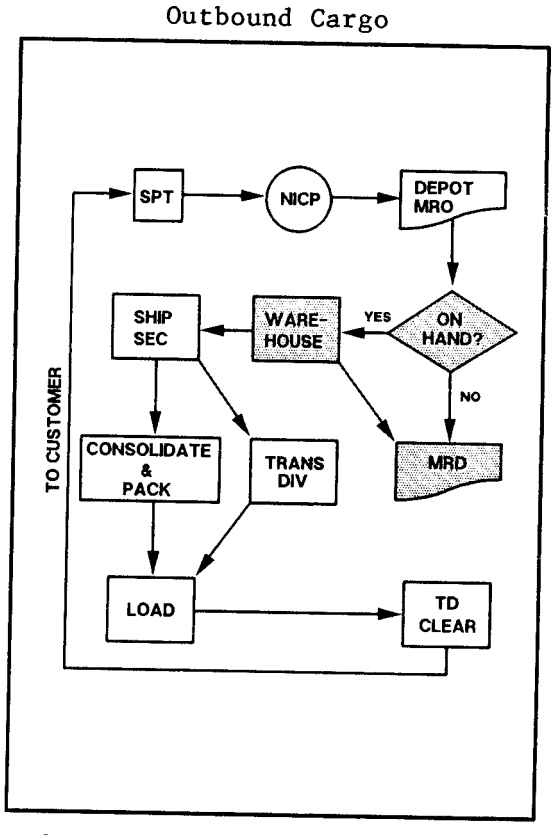
- Once the information has been verified, the required item is moved to the warehouse's shipping bay, where it is picked up by a truck from the General Supply Division, and delivered to the depot's shipping section.

- SECURITY CONSIDERATION. Often, items awaiting pickup in a warehouse shipping bay have not been packaged for shipment. Therefore, access to the contents is relatively easy, so pilferage may result unless there is adequate supervision of the shipping bay.

KEY TERMS

BAY = A designated section of a warehouse or depot shop that is usually outlined or bounded by posts, pillars, columns, or painted lines.

3. Material Release Denials (MRD)



- If, when an MRO is received, the depot's computer does not record enough of the item on-hand to fill the order, an on-line materiel release denial results. This is, basically, a discrepancy between the NICP and depot record systems. When an on-line denial occurs, the NICP reviews its recent transactions for the item in question, and identifies the cause of the discrepancy.

- If the depot computer says that the item is in storage, the MRO is sent to the storage location for action. However, sometimes personnel at the storage location find that there is not enough of the item on-hand to fill the requisition. This is known as a warehouse denial, which is a discrepancy between what the depot computer says is available, and what is actually in stock.

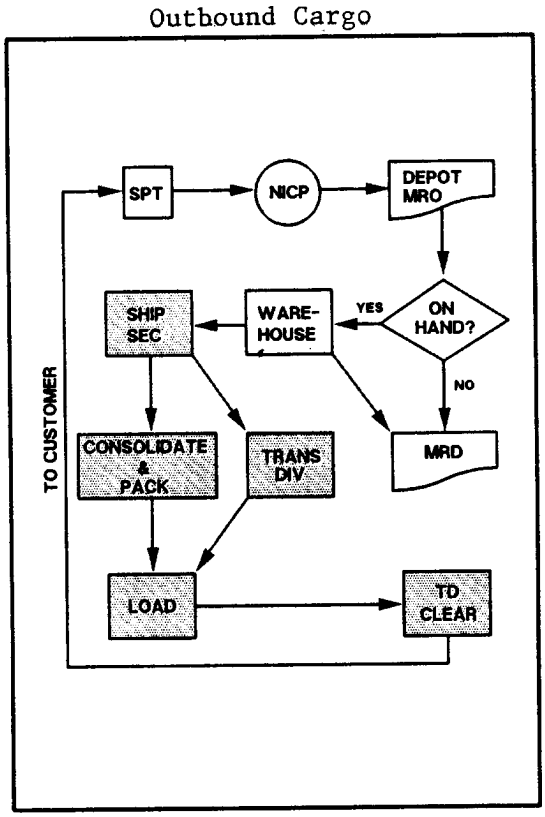
- There are a number of reasons why a warehouse denial may occur. Some examples include 1) failure to post supply transactions in a timely manner, 2)theft of supplies, and 3) changes in condition code. (For example, the item's shelf life has expired, so it cannot be issued, even though it is in the warehouse.)

- If an item is missing, the following actions are taken: Other locations are checked to ensure that the item is not present, but "out of location." Transaction records are reviewed to make sure all receipts and issues have been posted.

KEY TERMS

MRD = Material Release Denial, a condition that results when the inventory control system indicates an item is on hand, but it is not present or cannot be issued for some other reason.

4. Packing and Shipment



- Once an item is delivered from the warehouse to the depot shipping section, it is consolidated with other items that are going to the same destination, and moved to a "packing line where it is processed, packed, and marked.

- At the same time, a "planning sheet," which contains the number of items,size, and weight of packages, etc., is sent to the depot's Transportation Division.

- Transportation Division makes the GBL, and schedules the mode of shipment to move the cargo to its final destination. A copy of this information is returned to the Shipping Section, along with the date that the shipment is due to go out.

- When the carrier arrives at the shipping section, the shipping information is verified, and under the supervision of the shipping section, the cargo is loaded. Then the driver goes to the Transportation Division for final clearance to leave.

- SECURITY CONSIDERATION. Cargo is especially vulnerable to pilferage after it has been processed for shipment and sitting in a holding area awaiting pickup by the carrier. These holding areas should be monitored closely.

KEY TERMS

SHIPPING PACKAGE = The GBL and scheduled shipping time/date provided by the depot Transportation Office to the Supply Directorate's Shipping Section.

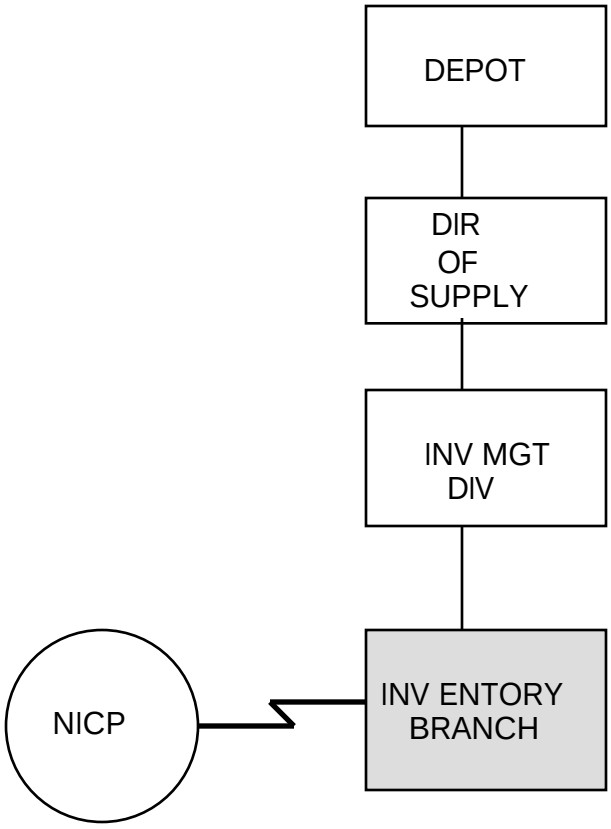
Inventory Control

1. The Inventory Branch serves as the eyes and ears of the depot commander. It assists in--

° Maintaining high standards by checking the accuracy of inventory records through physical inventories and location surveys.

° Identifying, through research, the causes of specific inventory deficiencies.

Most depots conduct “perpetual inventories.” This means that they are inventoring some categories of supplies at all times, rather than shutting down operations and conducting a 100 percent inventory once a year. The National Inventory Control Point (NICP) tells the depot which supplies by National Stock Number (NSN) should be inventoried each year. NICP makes this determination based on the number of demands there has been for each NSN that they manage.



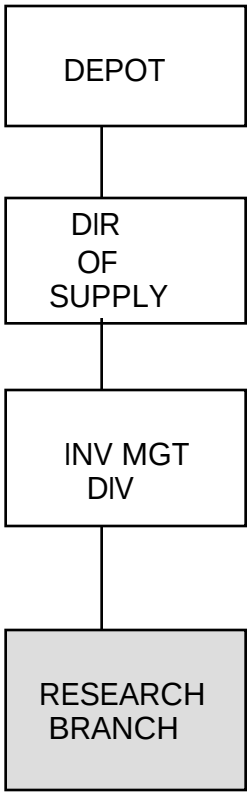
Of course, the depot receives input from more than one NICP, so they develop their inventory schedule based on 1) Criticality and Sensitivity of the supplies, 2) the number of MRDs and Inventory Adjustments that have occurred for each NSN, and 3) the number of supply transactions that have occurred for each NSN.

KEY TERMS

PHYSICAL INVENTORY = An actual count of the items on hand, and verification of Condition Codes, and other information.

LOCATION SURVEY = Check to determine if material is stored where the computer says it is located.

2. The Research Branch investigates the causes of discrepancies uncovered by the Inventory Branch, and also those identified as warehouse denials. There are three major activities by the Branch:



° Ninety-day investigations: an examination of transaction records, and active and deleted locations for a particular NSN item for the past ninety days.

° Causative Research: Usually an examination of records for the past two years to determine the cause of serious discrepancies. When completed, a cause for the error is assigned. Causes are listed in AR 740-26, and include administrative error, theft, and undetermined, as causes for discrepancies. Because it takes a lot of manpower to conduct causative research, it is performed only for serious losses when a shorter investigation has failed to identify the cause of the loss.

° Quarterly Records Audit Match: Each quarter, the computerized local records are matched against the location records of the Major Subordinate Command responsible for each particular NSN. Discrepancies identified through the Records Match are usually researched to find the cause of the differences between the two systems.

KEY TERMS

RESEARCH = An examination of transaction records of active and previous locations to identify the cause of inventory records discrepancies.

DISPOSAL

1. Overview of Defense Reutilization Marketing Offices (DRMO):

One of the areas most overlooked in any supply or maintenance operation is the disposal of U.S. Government property. The annual amount sent to DRMO is in the billions of dollars, yet most people think of this property as merely junk.

The DRMO is a Department of Defense operation headquartered in Battle Creek, MI. Subordinate to the headquarters are several geographical regions that oversee the operations of the numerous DRMO offices, normally located at the field operating level (post, camp, and station). Normally the DRMO is a tenant activity at a particular installation.

The DRMO, known for years as the Property Disposal Office (PDO), is much more than the coined phrase junk yard. The primary mission of the DRMO is the receipt, classification, temporary storage, and ultimate disposal of items. The majority of items received at the DRMO are in serviceable condition and thus can be used for their intended purpose. This operation is unique in the Department of Defense arena as the operation actually realizes a profit from sales, which is returned to the U.S. Treasury, and the reutilization aspect of the operation saves millions of tax dollars by allowing usable property to be returned to the system (see flowchart page 18).

Although sales represent one segment of the DRMO operation, it is not the primary focus. The DRMO is actually a three-fold operation consisting of reutilization, donations,and sales. The first and foremost goal of the DRMO is the reutilization of property. This is accomplished through a screening process where authorized users are allowed to examine property and, if authorized by the Table of Distribution and Allowances (TDA) or similar document, the property can be obtained by the unit and used. There are priorities for screening, with Department of Defense activities having first choice. Once the screening process of reutilization is completed, the property can be donated to charitable and other authorized organizations and
finally sold if not claimed by an authorized organization.

In the vast majority of instances, property is sent to the DRMO because it is excess to the needs of a particular organization. This can occur because the organization has received new or updated property or perhaps a change in mission of an organization has resulted in the unit no longer needing the particular type of property currently in inventory. When

this occurs the property is sent to the DRMO although no longer required by the activity relinquishing control, there may be several activities within DOD or other agencies, that require this type of property to accomplish their mission.

2. Procedures:

Turn In --

° This aspect is the sole responsibility of the organization relinquishing the property to the DRMO. The transaction is accomplished by use of the DD Form 1348-1 (DOD Single Line Item Release/Receipt Document). This multicopy form is prepared by the unit for each piece of property and accompanies the property throughout the disposal process.

° The DD Form 1348-1 contains information on the unit and on the property being relinquished. The National Stock Number (NSN) is the key element on the DD Form 1348-1, which identifies the particular piece. The NSN is verified by DRMO personnel to ensure that the item being received is the actual item noted on the DD Form 1348-1. At the time of turn-in to the DRMO, one unstamped copy of the DD Form 1348-1 is provided to the organization relinquishing the property. This is merely a receipt to reflect that the DRMO has received an item, but no verification of the item is made at that time. Subsequently, DRMO personnel will verify the NSN and condition code of the item and if the information is correct, the unit will receive a stamped copy of the DD Form 1348-1. There is no set time for this procedure and in many instances there is a long delay in receiving the stamped copy of the DD Form 1348-1.

° Another key element on the DD Form 1348-1 is the condition code of the item. This is an Alpha character which describes the condition of the item at the time of turn-in. This code is assigned by the organization relinquishing the property to the DRMO. A list of codes is located in the DRMO Operating Manual. Once received and examined by DRMO personnel, this condition code may change. In many instances DRMO personnel will downgrade items to a lower condition code. Downgrading items from serviceable to unserviceable or even serviceable to scrap is not uncommon.

° The final key element on the DD Form 1348-1 is the demilitarization code. The code identifies property which is determined a munitions list item, or due to its sensitivity, must be rendered useless. This is accomplished by several different means depending on the item. Crushing, cutting, and mutilation are some of the most common methods used to "demil" property. DOD Manual 4160. 21-M-1, Defense Demilitarization Manual, describes property requiring demilitarization and the methods to

be used. Generally, the organization turning in the property to the DRMO is responsible for the demilitarization of the item.

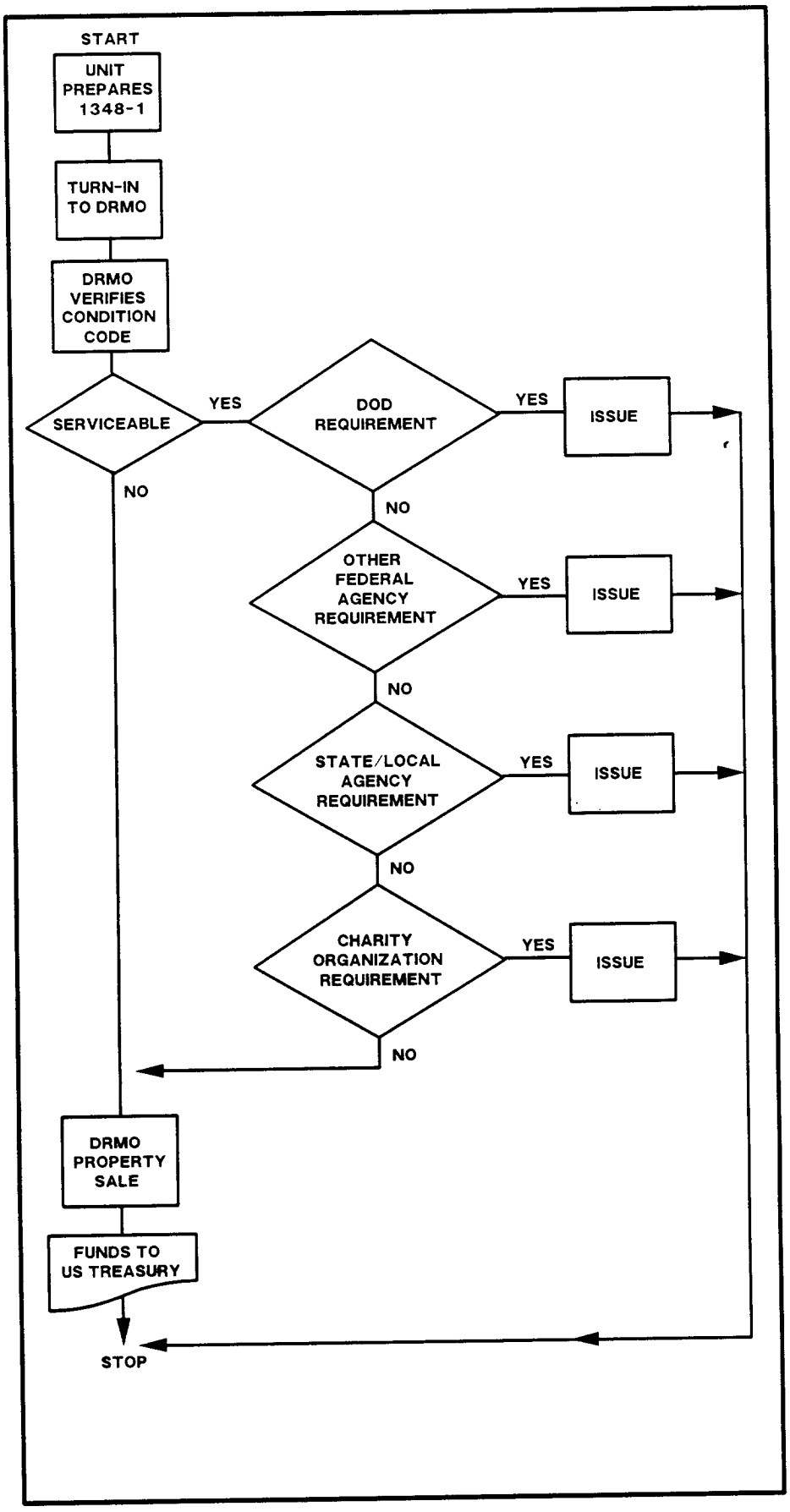
3. There are several security considerations in the DRMO process that merit close scrutiny by the unit relinquishing the property. Property is extremely vulnerable to diversion or larceny during the DRMO process as it is viewed as junk to the unit. As such attention to detail is lacking in many instances, the following security considerations apply:

° Accurate preparation of the DD Form 1348-1 is imperative. This form is the sole identifying document for the property and remains with the item until ultimate disposal. Errors or manipulation of the DD Form,1348-1 can change the description of the item (NSN) and/or condition code. This situation can allow for the diversion or larceny of the item prior to delivery to DRMO. The best prevention of this situation is the two-man rule wherein the document is prepared by one individual and verified by another.

° Placing serviceable material into scrap lots destined for DRMO is a known means of diverting property. This method, known as salting, consists of hiding serviceable items under scrap. The scrap lot is then delivered to DRMO and the entire lot is purchased by a merchant dealing in scrap material. This method normally requires at least two people; one person on the inside to hide the items and the merchant on the outside to purchase the scrap lot. The best prevention for this method is simple observation and examination of scrap lots before delivery to DRMO.

° Assuring proper demilitarization is critical. With the increase in terrorism, munitions list items are sought throughout the world. The two-man rule must apply in these instances and spot-checks by supervisors are recommended.

° Comparing the receipt copy of the DD Form 1348-1 (received at time of turn-in) with the stamped copy of the DD Form 1348-1 (received after processing at the DRMO) can indicate manipulation. Generally, the originating organization will suspense the receipt copy of the DD Form 1348-1 and match it to the stamped copy of the DD Form 1348-1 when received. However, the time delay in receiving the stamped copy (in many instances, months) can cause the originating unit to misplace the receipt copy or just not take the time to match the two forms. A common practice is the downgrading of serviceable property to scrap at the DRMO and diverting the property. The originating unit should pay close attention to any changes in the description or condition code of items and challenge the DRMO if a pattern seems to be developing.


START
UNIT PREPARES 1348-1
TURN-IN TO DRMO
DRMO VERIFIES CONDITION CODE
SERVICEABLE
YES
NO
DOD REQUIREMENT
YES
ISSUE
NO
OTHER FEDERAL AGENCY REQUIREMENT
YES
ISSUE
NO
STATE/LOCAL AGENCY REQUIREMENT
YES
ISSUE
NO
CHARITY ORGANIZATION REQUIREMENT
YES
ISSUE
NO
DRMO PROPERTY SALE
FUNDS TO US TREASURY
STOP

SECTION II

RECORDS ANALYSIS

Manpower constraints are usually the limiting factor in depot security operations. Generally, it is not possible to cover every possible criminal threat, so it is up to the provost marshal to assess potential problem areas and concentrate his efforts where the risk is greatest. This section is designed to assist in identifying patterns of material loss which indicate that a serious crime problem exists.

In many cases, provost marshals fail to routinely analyze available information because they think that it requires too much time. However, this is a very short-sighted view. Conducting an analysis does require the expenditure of manpower, but the time is repaid many times over in savings resulting from the elimination of unproductive security activities.

A second objection to performing an analysis is that it often requires a high degree of technical expertise. The provost marshal says that he does not have time to train his subordinates on the process. Some types of analyses do require a high level of skill in statistics, but a great deal of useful information can be obtained with a much less sophisticated analysis process. In routine security and law enforcement operations, a very high degree of statistical accuracy is usually not required. All that is needed is a result which indicates that some type of criminal activity is occurring in a particular location. Then trained investigators or patrols can check out the situation to definitely prove or disapprove the existence of the criminal activity. In other words, the goal of the analysis is only to provide leads, not prove that a particular crime was actually committed.

There are two types of analyses that should be routinely performed:

- Analysis of existing data from the logistical system.
- Analysis of Military Police Reports.

How to perform these types of analyses is covered in the following paragraphs.

Analysis of Logistical Data

The Army's logistical system provides a huge amount of management information. While most of it may be of use in identifying crime patterns, there are three sets of information which are particularly useful. These are --

- Material Release Denials (MRD)
- Reports of Discrepancy (ROD)
- Inventory Adjustment Reports

Each of these will be reviewed below, but it is important to recognize that the key patterns which indicate that a significant crime problem exists are the same for all three.

1. KEY PATTERNS (To look for)

- A disproportionate number of discrepancies (MRD, ROD, etc.) that occur at one location compared to other locations which contain the same or similar types of material. For example, if there are ten warehouses that contain general supplies, and the first nine average seven discrepancies a month, and the tenth averages forty, then something is wrong at the tenth warehouse. Of course, the problem may have nothing to do with criminal activity, but the situation should be checked out.

- A disproportionate number of losses of a particular type of material compared to other types of supplies. There are many reasons that material becomes lost. For example, it may be placed out of location so that the inventory system cannot find it. However, administrative errors, like being placed out of location or data entry errors, tend to occur at random. We would expect that all types of material, over time, would average about the same number of administrative errors. Therefore, if one particular type of material (like auto tires) consistently has more discrepancies than other types, there is a good possibility that criminal activity is occurring. Again, the situation should be checked out carefully.

2. MATERIAL RELEASE DENIALS

Today's inventory control system is computerized and centralized at depot and NICP levels. As a result, supervisors in warehouses do not have a manual record, on-site, which tells them what is stored in their building. They depend on the computer to tell them which bay or bin contains the particular item they need to pull to fill a requisition. Consequently, it is easy not to notice that material is missing. However, if a particular type of supply is stolen frequently, it will eventually produce a Material Release Denial (MRD). This occurs when a requisition arrives, and the computer says it is available at a particular location, but it is not there.

Because MRD may indicate that a serious theft problem exists, MRD should be analyzed periodically (perhaps every six months). This is not difficult to do, because the Inventory Management Division of the Supply Directorate has compiled most of the information needed in an MRD Cause Register. AR 740-26 requires that each depot conduct research to determine the cause of MRD and maintain the MRD Cause Register which records the results of the research. The first step in conducting an analysis is to examine this register to determine the number, locations, and causes of MRD that have occurred since the last analysis.

When the MRD Cause Register is reviewed, you will note that there are many causes for MRD other than the actual loss of property. For example, supply transaction records may not have been posted properly, which lead the computer to record property as present, when it had actually already been issued. AMC-R 740-17 contains a list of causes that may be assigned by research to MRD.

Since most MRD are caused by administrative errors or changes in the condition code of an item, it is not necessary to examine every MRD. The provost marshal should focus on --

- MRD for which a cause cannot be determined. Undetermined is an acceptable "cause" finding for research on MRD involving material of less than $10,000.00.

- MRD due to theft.

- MRD due to material being out of location.

The first two types of MRD causes will be examined first. As the provost marshal goes through the MRD Cause Register, he should record on AMC Form 2837R (Analysis Worksheet) the number and locations of MRD for each type of supply. A reproducible copy of AMC Form 2837-R is provided at page 23.

The locations and items shown on the sample analysis worksheet (figure 1) were selected arbitrarily. In practice, the provost marshal should select locations and categories of supply based on his knowledge of his depot, and the advice of the Supply Directorate division chiefs. In recording MRD on missing material, it may be desirable to list individual items if they are of high value and/or easily pilferable. However, as a general rule, it is better to group similar items together in a broad category. For example, lumber, cement, and roofing felt could all be lumped together under the heading of "construction material." The reason that it is desirable to record MRD by broad categories, rather than by individual items, is that
more incidents are grouped together, and patterns emerge more quickly. It is acceptable to lump similar types of material together, because thieves often concentrate on particular categories of supply based on their access, personal needs, or their opportunities of disposing of stolen property. For example, if a thief has found that he can sell building supplies to a local housing contractor, he will take a broad range of construction supplies, since he has a ready market for them.

You will note that the sample analysis worksheet (figure 1) shows the two "key patterns" we identified earlier: systematic theft from one location, and systematic theft of one type of material. Each mark on the worksheet represents one MRD for which an administrative cause cannot be assigned. By totaling the marks in each horizontal column, it is easy to tell if one location has a disproportionate number of losses. By totaling the marks in each vertical column, it is easy to see if one type of supply is turning up missing more often than other types.

If you suspect that on-duty drug and/or alcohol abuse is a serious problem at your installation, you may want to include in the analysis MRD which were caused by the material being "out of location." This is because workers who are intoxicated on-duty will probably not pay close attention to the location instructions on the AMC Form 1381-1 (Storage Data Request), and will often place incoming material in a location other than that specified on the Form 1381. Of course, this will result in a disproportionate number of "out-of-location" caused MRD.

ANALYSIS WORKSHEET

DATE:

MISSING PROPERTY

THIS FORM IS OBSOLETE. CANCELLED 1992.									
LOCATION									TOTAL BY LOCATION
TOTAL BY TYPE SUPPLY									

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ANALYSIS WORKSHEET

DATE: 1 Jan-30 Jun 88

MISSING PROPERTY

LOCATION	hand tools	tires	TA-50	constr suppl	auto parts	office suppl				TOTAL BY LOCATION
Bldg 723	11									2
Bldg 787			1							1
Bldg 922			1							1
Bldg 974	1					1				2
Bldg 975					1					1
Bldg 801					1					1
Bldg 2715	111	~~1111~~ 1			~~1111~~ 1					(15)
Area 17				1111						4
Area 25				~~1111~~						5
Area 76				~~1111~~ 1						6
TOTAL BY TYPE SUPPLY	6	6		(15)	8	1				

AMC FORM 2837-R
1 AUG 89

Figure 1. Sample analysis worksheet

Whether we are dealing with suspected theft or suspected substance abuse, the provost marshal must always remember that the patterns identified by the analysis process are only "indicators," and not "proof" that criminal activity is occurring. There may be other reasons for a suspicious pattern, other than criminal activity. Therefore, when a suspicious pattern appears, the provost marshal should discuss it with the appropriate Supply Directorate division chief to try to identify possible administrative causes for the pattern. Then, if an acceptable reason cannot be identified, investigators or other law enforcement personnel should be assigned to examine the situation.

3. INVENTORY ADJUSTMENT REPORTS and

REPORTS OF DISCREPANCY

Inventory Adjustment Reports and Reports of Discrepancy may be analyzed in the same manner as MRD. However, in the case of Inventory Adjustment Reports, the provost marshal should be aware that most adjustments are not the result of missing equipment, but are due to changes in condition of the material and other administrative actions. For example, if an unserviceable engine component is received, and then repaired and returned to stock for reissue, an Inventory Adjustment Report would be generated to record the change in condition code of the component. A large number of Adjustment Reports does not necessarily mean that there is an accountability problem. In analyzing these reports, only those which involve the loss of material should be examined.

Analysis of Military Police Reports

In addition to logistical records, there is a second source of data which should be analyzed periodically (at least every six months) to glean information which will assist in making decisions on police resource allocations. Military Police Reports (MPRs) provide valuable data concerning incidents on the installations.

Examination of Material Release Denials, Inventory Adjustment Reports and similar documents can help to identify locations where criminal activity is taking place, but it will not provide the detailed information on perpetrators, geographic or chronological patterns, or victims which is necessary to fine tune security efforts and maximize efficiency. MPRs can provide this information when a relatively unsophisticated analysis system is applied. As with analysis of logistical records, a very high degree of statistical accuracy is not required. We only need to identify the general crime patterns on our installations so that we can direct our patrolmen and investigators in the right direction. After that we should allow them to use their imagination and initiative to develop practical techniques to counter the local crime problem.

4. THE ANALYSIS PROCESS

Most AMC installations have a relatively small population which generates a relatively small number of MPRs annually. In just a few hours, using the process described below, it is usually possible to examine one-hundred percent of the facility's MPRs.

STEP 1.

The first step in analyzing MPRs is to sort all of the reports for the period under review (usually the past six months) into major categories of offenses. For example, on a typical depot, we might end up with the following categories:

- Traffic offenses
- Theft of Government property
- Theft of private property
- Vandalism
- Violent crimes

The number of categories used on any particular installation depends on the local crime rate. For example, on most depots there are so few crimes against persons (robbery, rape, assault, etc.) that they

should be lumped together into one category. However, on a larger post, it may be desirable to break crimes against persons into a number of different categories.

Once this initial sorting is completed, the provost marshal must decide whether to analyze all of the categories, or only some of them. Often there is such a small number of cases in a category, or the impact on the mission of the installation is so slight, that it is not worth spending the time required to analyze the category in detail. In any case, for each category that the provost marshal decides to analyze, the following process (step 2) should be applied.

STEP 2.

The person doing the analysis should quickly scan a small random sample of the MPRs in the category, and then, based on his prior experience of incidents at his post and the information from the reports he scanned, use AMC Form 2835-R (MPR Analysis Worksheet) to record the raw data for his analysis. A reproducible copy of AMC Form 2835-R is provided at page 28. Figure 2 shows a sample worksheet for the category theft of private property.

There are five basic patterns that should be examined for any category of crime. These are --

- Perpetrator profiles
- Victim profiles
- Geographic patterns
- Time patterns
- Modus operandi (MO)

Of course, the specific items of information that make up each pattern will vary depending on the type of crime being analyzed, and local conditions. For example, under Perpetrators and Victims, you might want to include a line for dependents if there is a significant amount of family housing on your post.

MPR ANALYSIS WORKSHEET

CATEGORY: _____

NO. CASES: _____ **DATES:** _____ **TO** _____

PERPETRATORS

VICTIMS

GEOGRAPHIC

TIME

MO (PROPERTY)

UNSECURE	SECURE

REMARKS:

THIS FORM IS OBSOLETE.
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MPR ANALYSIS WORKSHEET

CATEGORY: Theft of Private Property

NO. CASES: _____ **DATES:** _____ **TO** _____

PERPETRATORS

- Civilian, GS 5 and below
- Civilian, GS 6 and above
- Military
- Contractor Personnel
- Non-DOD Civilian
- Unknown

VICTIMS

- Civilian, GS 6 and above
- Civilian, GS 5 and below
- Military
- Contractors
- Non-DOD Civilian
- Other

GEOGRAPHIC

- Parking Lots
- Offices
- Storage Areas
- Shops
- Quarters
- Outdoor Rec Area
- PX Facility
- Other

TIME

- Duty hours
- After duty hours
- Weekend/holiday
- Unknown

MO (PROPERTY)

	UNSECURE	SECURE
Cash		
Electronics		
Clothing		
Tools		
Other		

REMARKS:

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Figure 2. Sample MPR analysis worksheet

STEP 3.

Once the AMC Form 2835-R is filled out, each MPR in the category under analysis is read, and, a "tick mark" is placed in the appropriate worksheet line to capture the basic information contained in the report. Using this method, a large number of reports can be summarized in a very short time. Figure 3 shows a completed worksheet for 15 MPRs on "theft of private property."

If, when recording information from the MPRs, you find that a large percentage of the "tick marks" are falling into the space marked "other," then you should probably redo that section of the worksheet to identify the specific items recorded in the MPR. For example, in figure 3, half the cases fall under the "other" block in the section marked "MO (Property)." Therefore, these "other" cases should be examined to see if it is possible to add another line to the worksheet which will make the data more meaningful. If three-fourths of the "other" cases involve theft of auto parts, then that should be added to the form along with "cash," "clothing," "electronics," and "tools." Figure 4 shows the revised worksheet.

STEP 4.

After the information from the MPRs is transferred to the worksheet, the number of "tick marks" in each category should be totaled and expressed as a percentage of the total number of cases. Figure 5 shows a worksheet that has been tabulated in this manner.

The final step in the analysis process is to examine the data produced in steps two through four, and note the patterns. For example, in our illustration (figure 5), there are two significant patterns:

° Workers are stealing unsecured cash from each other during duty hours in office settings.

° Personnel employed by contractors as maintenance workers are victimizing unattended, unlocked vehicles in parking lots.

In identifying patterns, it is necessary to "read between the lines." For example, in the case of the thefts from office workers, none of the perpetrators were identified, but when the type crime, property taken, and time of the crimes are considered, you are justified in concluding that workers are stealing from each other. In most offices during duty hours there are not a lot of "outsiders" wandering around, and

MPR ANALYSIS WORKSHEET

CATEGORY: Theft of Private Property

NO. CASES: 15 **DATES:** 1 Jan 88 **TO** 30 Jun 88

PERPETRATORS

Civ GS5 & below	1
Civ GS6 & above	
Military	
Contractor Pers.	~~1111~~
Non-DOD Civ	
Unknown	~~1111~~ 1111

VICTIMS

Civ GS6 & above	~~1111~~ 1
Civ GS5 & below	~~1111~~ 111
Military	1
Contractor Pers.	
Non-DOD Civ	
Other	

GEOGRAPHIC

Parking lots	~~1111~~	11
Office	1111	
Storage area		
Shop		1
Quarters	1	
Outdoor Rec	1	
PX facility		
Other	1	

TIME

Duty hours	~~1111~~	~~1111~~ 1
After duty hours	11	
Weekend/holiday	1	
Unknown	1	

MO (PROPERTY)

	UNSECURE	SECURE
Cash	1111	
Electronics	11	
Clothing	1	
Tools		1
Other	~~111~~ 11	

REMARKS:

SAMPLE

AMC FORM 2835-R
1 AUG 89

Figure 3. Sample MPR analysis worksheet

MPR ANALYSIS WORKSHEET

CATEGORY: Theft of Private Property

NO. CASES: 15 **DATES:** 1 Jan 88 **TO** 30 Jun 88

PERPETRATORS

Civ, GS6 & above	
Civ, GS5 & below	1
Military	
Contractors	~~1111~~**
Non-DOD Civ	
Unknown	~~1111~~ 1111

VICTIMS

Civ, GS6 & above	~~1111~~ 1
Civ, GS5 & below	~~1111~~ 111
Military	1
Contractors	
Non-DOD Civ	
Other	

GEOGRAPHIC

Parking lots	~~1111~~ 11
Offices	1111
Storage areas	
Shops	1
Quarters	1
Outdoor Rec area	1
PX facility	
Other	1

TIME

Duty hours	~~1111~~ ~~1111~~ 1
After duty hours	11
Weekend/holiday	1
Unknown	1

MO (PROPERTY)

	UNSECURE	SECURE
Cash*	1111	
Electronics	11	
Clothing	1	
Tools		1
Auto parts	~~11~~	
Other	~~1~~	

REMARKS:

*All cash was taken from unattended purses in office areas.

**All were maintenance workers and apprehended in parking lots.

SAMPLE

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Figure 4. Sample MPR analysis worksheet

MPR ANALYSIS WORKSHEET

CATEGORY: Theft of Private Property

NO. CASES: 15 **DATES:** 1 Jan 88 **TO** 30 Jun 88

PERPETRATORS

Civ GS6 & above		
Civ GS5 & below	1	6%
Military		
Contractors	1111**	33%
Non-DOD Civ		
Unknown	~~1111~~ 1111	60%

VICTIMS

Civ GS6 & above	~~1111~~ 1	40%
Civ GS5 & below	~~1111~~ 111	53%
Military	1	6%
Contractors		
Non-DOD Civ		
Other		

GEOGRAPHIC

Parking lots	~~1111~~ 11	47%
Offices	1111	26%
Storage areas		
Shops	1	6%
Quarters	1	6%
Outdoor Rec area	1	6%
PX Facility		
Other	1	6%

TIME

Duty hours	~~1111~~ ~~1111~~ 1	73%
After duty hrs	11	12%
Weekend/holiday	1	6%
Unknown	1	6%

MO (PROPERTY)

	UNSECURE		SECURE	
Cash	1111*	26%		
Electronics	11	12%		
Clothing	1	6%		
Tools			1	6%
Auto parts	11	33%		
Other	1	12%		

REMARKS:

*All cash was taken from unattended purses in office areas.

**All were maintenance workers and apprehended in parking lots.

SAMPLE

AMC FORM 2835-R
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Figure 5. Sample MPR analysis worksheet

AMC-P 190-2

if just cash is taken, rather than a whole purse, the perpetrator must know about how much time he has before the victim returns.

The value of type of analysis is that it --

° Allows patrols and investigators to focus their efforts where most crime is occurring. In our example this is in parking lots and office buildings.

° It suggests specific subpopulations of the installation which should be targeted for special attention in crime prevention information campaigns. In the case above, female workers in offices should be encouraged to secure their handbags when they leave their desks; and all personnel should be encouraged to lock their cars in the parking lots.

° It provides the "hard data" that is required to get the support of management personnel for enforcement and prevention programs targeted against high incident crimes.

REFERENCES

DOD 4160.21M-l DOD Defense Demilitarization Manual

AR 190-11, Physical Security of Arms, Ammunition and Explosives

AR 190-13, The Army Physical Security Program with AMC Supply 1

AR 190-45, Law Enforcement Reporting

AR 190-51, Security of Army Property at Unit and Installation Level

AR 740-26, Physical Inventory Control

AMC-R 740-17, Inventory and Accountability

AMC-R 740-20, Receiving (General Supplies)

AMC-R 740-26, Preservation and Packing for Storage

The proponent of this pamphlet is the U.S. Army Materiel Command. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, HQ AMC, ATTN: AMCPE-S, 5001 Eisenhower Ave., Alexandria, VA 22333-0001.

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